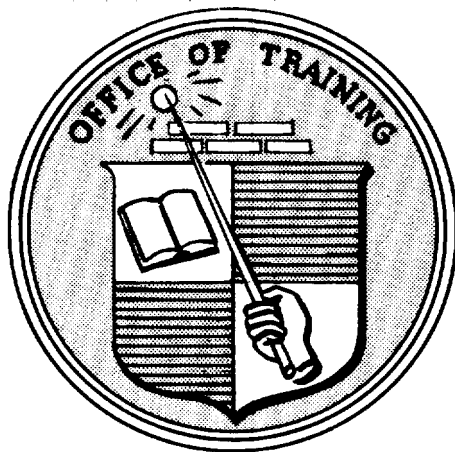


OFFICE OF TRAINING BULLETIN

NUMBER 44

NOV-DEC 1958



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FOREWORD

"The future, the Russians are convinced, belongs to those with the best-trained minds and skills. They are determined to make it their future, and they are working to this end with all the drive of a nation at war. They have challenged us to a race in the classroom which we have no alternative but to accept."


These sobering thoughts were expressed recently by the U. S. Commissioner of Education after a month spent in on-the-scene study of the Soviet educational system. They are no less timely because we are approaching a traditional holiday season.

We, too, are committed. Many of you are preparing to meet this challenge through the sacrifices of self-education while carrying on your duties. Others are engaged in on-the-job training through component-conducted activities. Still others are improving their capabilities through participating in the general and specialized courses conducted by OTR, or by attendance at external programs under Agency sponsorship.

We are making progress. The Schools and Staffs of the Office of Training continue to serve you, and pause in their tasks to wish to each of you a

MERRY CHRISTMAS

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MATTHEW BAIRD

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IOC CEILING AT 30 FOR JANUARY
125 FOR FEBRUARY

OTR's Intelligence Orientation course has been operating at limited enrollment, as announced in the August OTR Bulletin. It was hoped then that the course could be resumed at full capacity after the 1958 runnings. However, for the IO course scheduled to begin 5 January 1959, it will be necessary to conduct that instruction in Room 2241, R&S Building, which can accommodate only 30 students at that time of the year. Beginning with the 2 February offering, IOC capacity will be 125.

Because of this modification in IOC enrollments, these changes will be made in the early 1959 classes:

Priorities on IOC enrollment for January will be given to those personnel for whom early departure overseas has been confirmed or for whom other scheduled training is requested which could not be accommodated by deferral of the IOC to February.

DDP personnel may attend the February course which was originally announced for DDI and DDS personnel only.

HOLIDAY CHANGE IN PETB DATES

The Assessment and Evaluation Staff has canceled its Professional Employee Test Battery program that would ordinarily be conducted on the two Fridays, 26 December and on 2 January. However, since some OTR courses requiring PETB for admission will begin in early January, a special testing program has been planned for 0830 hours, Monday, 29 December. Employees planning to take one of these January courses should have their Training Officers make the necessary arrangements for being tested either on the 29th or on an earlier scheduled date.

Beginning Friday, 9 January, the regular schedule for PETB will be resumed: 0830 every Friday.

INSTRUCTIONAL TECHNIQUES
COURSE SCHEDULE CANCELED

The schedule for the Instructional Techniques course as originally listed in OTR's schedule of courses (September 1958) has been canceled. The course will be presented hereafter, on a request basis. Training Officers should consult the Registrar for further details.

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SYMBOLS HAVE THEIR MEANINGS

Various symbols have been adopted by the Testing and Research Branch, Language and Area School, to denote the levels of competency of those who have taken the Agency's foreign language proficiency tests given in conjunction with the Agency's Language Development Program. These symbols appear principally on the copy of the Certification for Language Award (Form No. 1273) which is sent by the Registrar to the Training Officer. They are used too, in recording the person's grades in the Agency's Language Qualifications Register.

The Symbol, S, indicates a Slight proficiency, that is, some proficiency, but of no real practical use. E, Elementary, shows a fair proficiency, of definite but limited practical use. I, Intermediate, denotes a good proficiency that is of considerable practical use. H, High, signifies an excellent proficiency, sufficient for nearly all practical uses, and N, or Native, is a proficiency equal to that of the average native university graduate.

A zero (0) may also be recorded on the certification. This means No Proficiency. Lastly, a hyphen indicates that the individual was not tested in that particular element (reading, writing, or speaking), or that the test was incomplete.

It should be noted that use of dictionaries is not allowed in taking objective tests. The grading scale has been adjusted to take this into account.

WINTER LOGISTICS SUPPORT COURSE SCHEDULED IN JANUARY

The Office of Logistics will conduct its Logistics Support Course, Number 18, for six weeks, beginning 12 January and continuing through 20 February. It will consist of two phases, one of which (four weeks) is conducted at headquarters; the second (two weeks), [REDACTED]

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Phase 1 consists of lectures, discussions, and case-problems in Agency supply, warehousing, procurement, transportation, and real estate functions, and organization and functions of printing services. Lectures and study materials also deal with Logistics planning, Type II Station accountability, and the Headquarters and overseas responsibilities of the Logistics Officer.

Phase 2 consists of student participation in Logistics field activity. This covers Financial Property Accounting (FPA), stock control, M/R accounts, and field supply problems. Instruction also is given in specific aspects of the logistics support of covert operations, air operations, maritime operations, and ordnance supply.

Class sessions are supported by selected films, a tour of the [REDACTED] warehouse and of the Agency's printing facility, and by student participation in a field problem.

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Registration for the course should be made with the Logistics Training Officer, extension 4134.

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THEY'RE STUDYING FOREIGN LANGUAGES

--But before and after an eight-hour work day, and on five mornings or three evenings a week. They are Agency employees who are voluntarily studying some 16 languages during the current trimester. They number 269.

But to think in terms of numbers is not quite enough. Who are these employees? What is the distribution of the 269 among the 16 languages? Which is the most popular language? What are the trends in the enrollments? Are these employees studying the more difficult ones? Are they studying any unusual languages?

In answer to the first query we can say that both clericals and professionals are enrolled in these off-hours courses and that most of them are from the DDP, with the next largest number from DDI. Some employees, at the time of enrollment, were entirely unfamiliar with the language they're now studying; others are in the classes to revive inactive or unexercised skills. There are also those who have taken this as an opportunity to work with a favorite tongue and are serving as instructors, with an added advantage to themselves of maintaining their advanced levels of proficiency.

German continues to attract the largest numbers, with French and Russian next. Spanish and Italian enrollments have declined to the point that each now has a lower registration than that of Chinese. For the first time since the Voluntary Language Training Program began, instruction in Swahili, Armenian, and

Turkish is being given. There are also courses in Arabic, Chinese, Czech, Finnish, Greek, Japanese, Persian, and Polish.

A sixth trimester of the VLTP will begin on Wednesday, 7 January. Any employee may enroll in a course. As an added consideration, adult dependents may also be enrolled. A course minimum is five applicants. It is important to understand that the five applications have to be for the study of a language at one level of instruction; for example, there must be five requests for a course in Arabic at the intermediate level before that course will be organized. Just five requests for Arabic, regardless of level, do not constitute the minimum.

Registration will close on Monday, 15 December. Applications should be made by employees on the Training Request (Form 73) and sent through the Training Officers to the Registrar/TR. Students currently studying in the off-hours classes and who intend to continue in the next trimester must register anew by the 15 December date.

~~CONFIDENTIAL~~ the Coordinator for the Voluntary Language Training Program, or ~~CONFIDENTIAL~~, extension 4027, may be consulted on matters of course content and instruction.

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MIND YOUR R's and S's!

Or, we really should say, mind our R's and S's - those little letters that appear after the titles of the Agency's language courses. You have seen them. Generally the title reads like this: German (Basic) RSW. Everyone knows that this is an elementary German course, and the majority knows too, that the "R" stands for "Reading," "S", "Speaking," and the "W", for "Writing." But not enough people, we are beginning to discover, know what these letters or words mean when applied to Agency language courses.

The majority of our language courses are identified, "RSW." This means that a student who completes such a course will have learned how to read the language to some extent, speak it to some extent, and to write it to some extent. But two important factors must be borne in mind: first, the sequence of the letters "RSW" is deceptive since throughout such courses the "Speaking" element is given by far the most attention; "Reading" next, and "Writing," last. Second, the point during a beginner's course at which reading and writing begin, and the degree in any course to which these skills are learned, depend on the writing system of the language being studied. With a language like German or French, for example, the student is able to read simple things almost as soon as he learns to say them. But when the language is one like Chinese or Arabic, where learning to read even the simplest things is a separate, different, and very difficult problem, reading and writing must wait until a much later

stage, or otherwise they would interfere too significantly with the primary objective of learning to speak.

Of course some people in the Agency have special requirements. They do not have to learn to speak the language, but only to read or translate written material. For these people we have special reading courses, such as German (Basic) Reading. In courses like this the student learns to pronounce the sounds of the language acceptably, and to read aloud. Aside from that he concentrates entirely on reading and translating.

We repeat, then, that you mind our R's, S's, and W's. Obviously their order is alphabetical. Maybe they were written in this order for just that reason; maybe they're more euphonious that way. Whichever it is, their meanings are more important, especially when electing the course akin to your professional needs.

INTELLIGENCE ORIENTATION EXHIBITS TO BE PRESENTED IN JANUARY

On 13 and 14 January, the Support and Intelligence Products Exhibits, presented as part of the Intelligence Orientation Course, will be held in R&S Auditorium. All Agency employees are invited to attend. The Support Exhibit will be 13 January from 1400 to 1600 hours; the Intelligence Products Exhibit, 14 January from 0930 to 1145 hours.

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CLERICAL SKILLS QUALIFICATION TESTS
SCHEDULED FOR DECEMBER AND JANUARY

Tests in shorthand and typewriting for employees required to meet Agency standards will be held:

Monday, 22 December
Typewriting 1315 hours
Shorthand 1400 hours

Monday, 5 January
Typewriting 1315 hours
Shorthand 1400 hours

Monday, 26 January
Typewriting 1315 hours
Shorthand 1400 hours

They are given in Room 508 1016 16th Street, N.W. Supervisors should register their employees for these tests through Personnel Placement Officers.

Those whose test results show that their typing and shorthand skills are below the level expected of Agency personnel, can take refresher courses given in OTR's regularly scheduled Clerical Refresher Program. The date of the next program can be found in the Registrar's Reminders; later dates are listed in OTR's Long-term Schedule.

SECOND SEMESTER REGISTRATION DATES
FOR AREA SCHOOLS

Registration dates for the second semester at colleges and universities in the local area are:

American U. 31 Jan- 4 Feb

Bureau of Standards
Graduate School 26 Jan- 5 Feb

Dept. of Agriculture
Graduate School 31 Jan- 7 Feb

Catholic U.
Undergraduate 26 Jan-28 Jan
Graduate 29 Jan- 2 Feb

Georgetown U.
Inst. of Lang. & Ling. 30 Jan
Business 30 Jan
Foreign Service 30 Jan
Graduate School 21 Jan-23 Jan

George Washington U. 29 Jan-30 Jan

Howard U. 2 Feb

Johns Hopkins U.
School of Adv. Internat. Studies 2 Feb- 3 Feb

Southeastern U. 28 Jan-30 Jan

U. of Maryland 2 Feb- 6 Feb

U. of Virginia
(Extension) 30 Jan- 9 Feb

Adult education programs are also scheduled by the District of Columbia, Arlington County and DC's YWCA. Their registration dates are:

D.C. 22 Jan
Arlington 19 Jan- 2 Feb
YWCA 4 Jan-26 Jan

Information on courses, schedules and requirements for admission can be obtained by calling the Information Branch, 4625 or 8271.

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Basic & Interim Study Course 11 Mar - 21 Mar 1952
 Basic Orientation Course #39 24 March - 18 Apr 1952
 Operations Course #35, Group B 21 April - 16 May 1952
 Staff Indoctrination Course #34 19 May - 23 May 52
 Human Resources Program 25 Jan - 29 Jan 1954
 CIA Orientation Course #13 2 Feb - 5 Feb. 1954
 TSS Briefing 11 - 13 Jan 1955
 Speech Course #1 21 Jan - 18 Mar 55
 Elem. German Reading, CIA Lang. Lab. 7 February - 27 May 1955
 Air Weapons Orientation, 31 Oct - 4 November 1955
 Maxwell AFB, Fla. Ala.

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CATEGORY	LEVEL	TYPE (LANG.)	28-29	30-31	32-33	34-36	37-38	39-40	41	42	43-48	49-54
			OFFICE	FACILITY	CATEGORY	TITLE	LEVEL	LANG OR AREA	PHASE	TIME	FROM	TO
			OTR CODE	OTR CODE		OTR CODE		TYPE	OTR CODE		M D Y	M D Y
1. OPS. SUPPORT	1. ORIENT.	1. READ (R)	11	11	09	901					03/24/52	04/18/52
2. CLERICAL	2. FAMILIAR.	2. SPEAK (S)										
3. MGMT.	3. BASIC	3. RS										
4. OPERATIONS	4. INTERMED.	4. R & WRITE (RW)										
5. RSW SKILLS	5. ADVANCED	5. RSW										
6. SPECIAL	6. SPECIAL	6. SPECIAL										
7. LANGUAGE	1. PART	1. AAO										
8. AREA	2. FULL	2. BCS										
9. GENERAL	3. DEFER	3. RS										
10. EXTERNAL	4. WAIVE	4. CPS										
	5. CON. CR.	5. IL / AS										
	6. SPECIAL	6. SPECIAL										
	7. CORRES											

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109643	10	09	901			03/24/52	04/18/52	INTELL ORIENTATION
109643	10	07	283	3	1	02/07/55	05/27/55	GERMAN
109643	10	05	504			01/21/55	03/18/55	EFFECTIVE SPEAKING
109643	10	04	409			05/19/52	05/23/52	CLAND SERVICES REV
109643	10	09	903			02/02/54	02/05/54	NATL INTELL ORIENT
109643	10	04	401			03/21/52	04/16/52	OPERATIONS
109643	10	03	304			01/25/54	01/29/54	HUMAN RESOURCES PROG
109643	10	09	913			03/11/52	03/21/52	UNCLASS TRNG GROUP A

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Training Records in Registrar's Office Converted to IBM System

As we approach the end of 1958, it is appropriate to report on the progress of a vast training records project initiated within the office of the Registrar in the spring of 1957, and to indicate the effect that completion of the project in 1959, will have upon individual employees, supervisors, and training officers.

This project, which began by an informal agreement between representatives of the Office of Personnel and the Office of Training, involved converting all records of internal OTR training to a permanent IBM system. It was agreed that no mechanical system could reflect the diversity of courses, programs, and facilities involved in external training sponsored by OTR, much as it would be desirable to do so.

In preparation for the conversion task, copies of rosters, training schedules, course titles (including some cryptic abbreviations!) and all available information on curricular changes, dating back about ten years, were gathered from the archives, from current OTR records, from some former instructors and, in a few instances, from employees who had received tutorial training. Names were matched off and checked against records. All of this information was consolidated, collated, and analyzed in the Registrar's office. From this analysis and subsequent discussions, determinations on equivalent training were made. Then an organized body of course listings was established for the past and present, with consideration given to future courses that would have to be integrated into the system. The next step required adding a series of OTR codes to those already used by the Office of Personnel. Digits in these codes then had to be adjusted not only to fit the panels on the IBM card but also to accommodate to possible future changes in courses and training requirements.

These steps led to the chore of some magnitude - the actual determination as to which of more than 75,000 specific items recorded on 4 x 6 cards merited permanent recording.

All of these steps have been completed and have been reflected in an IBM run which shows all OTR courses taken by every Agency person since his entrance on duty, through 31 December 1957. The information provides for such variations as waiver, constructive credit, tutorial or other special circumstances under which training was acquired. The "up-through-1957" data are being verified against manual records.

By the spring of 1959 a cumulative record of 1958 will be available and the necessity to maintain multiple records in the Registrar's office

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will be eliminated. At that time these additional services can be provided:

1. A training record will be made available to each of the Senior Training Officers, reflecting OTR training information on every employee under each Deputy Director. In this way, training information can be decentralized to logical control points for career planning and other purposes, and the many needs for maintaining manual records can be minimized.
2. The present "green sheet" (Form 73 - Request for Internal Training) can be significantly revised. Although there will be a number of changes in the form, the most important changes in substance, will be:
 - (a) Individual employees or administrative personnel will no longer be required to provide any data on training completed, when requesting additional training. Arrangements will be made within the Registrar's office to provide instructors and other personnel who may need such information, with training data that may be required to establish eligibility for the requested training.
 - (b) Only one copy of the request form will have to be submitted to the Registrar. Information normally required from the requesting office will appear only on the face of the form; the reverse side will be for OTR's internal needs and any supplemental remarks that may be required.

Looking ahead - past 1959, when the IBM system will have become fully operative with respect to internal OTR courses, the ultimate goal will be to obtain a consolidated record of individual training including that conducted by other components, as approved by the Director of Training under the provisions of Regulation [REDACTED]

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The Psychological Testing Program in CIA

Like other business and governmental organizations, CIA conducts psychological testing programs for its employees. One of the programs is for professionals; the other is for clericals. They are managed by the Assessment and Evaluation Staff of the Office of Training and are designed specifically, to serve both the Office of Personnel and the Office of Training and, generally, to contribute to the personnel management efforts of the Agency.

The professional testing program is aimed at producing information on a variety of intellectual skills, aptitudes, interests, and attitudes, and includes three closely integrated but non-duplicating testing batteries: the Professional Applicant Test Battery (PATB), the Professional Employee Test Battery (PETB), and the Foreign Language Aptitude Test Battery (FLATB).

The clerical testing program also produces information on intellectual skills and aptitudes, and consists of two closely integrated batteries: the Clerical Applicant Test Battery (CATB) and the Clerical Employee Test Battery (CETB). CATB is used only by field recruiters. CETB is given to all clericals at EOD time, and to applicants at headquarters if placement in a specific job is being considered.

Both professional and clerical testing programs provide the basis for, and are supplemented by, the A&E intensive assessment program.

A majority of professional applicants, including prospective Junior Officer Trainees, take the PATB.* Those who are accepted as employees are tested further when they enter on duty with the Agency. These two sessions of tests complete the requirement for most employees. However, the PATB contains but a rough measure of aptitude for learning a foreign language. When a more precise measure is required by officials who are responsible for considering the merits of an application for language training, or by those responsible for making career plans for an individual, the individual takes the FLATB.

The PETB is the basic battery given to all professional employees. Individuals who were not tested as applicants (PATB) take the entire battery. Those who received PATB within the last two years take only

* Offices whose applicants do not differ in age or appearance from college seniors or recent college graduates can arrange through A&E to have them tested along with JOT applicants in centers located in many parts of the United States.

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those tests in PETB which were not taken previously. Unlike the PATB however, the PETB does not contain a measure of ability to learn foreign languages and again, when this kind of information is required, the employee takes the FLATB. The PETB serves as prerequisite for some OTR courses, and it is also given as part of the assessment program for individuals referred to A&E by various offices.

Applicants for clerical positions take the CATB and then, at the time of entering on duty with the Agency, take the CETB. Unless referred for further assessment or for the FLATB, by taking these two tests an individual completes the Agency's requirements for clerical employees.

From the management point of view, it makes good sense to fully utilize the talents of individuals and to place people in situations which maximize their strengths and minimize their weaknesses. This makes good sense also from the individual's point of view. It is no favor to an individual to give him an assignment where the odds of failure are high. Neither is it a favor to him to assign him to a job in which he is basically disinterested and which does not utilize many of his strengths. Information from professional and clerical tests can aid Agency officials and supervisors in reaching a decision on hiring or not hiring an applicant, or in resolving questions about proper utilization and effective dealing with employees; questions such as "How can I manage this individual more effectively?" or, "What kind of assignment will best utilize this person's strengths?" "Is this individual well suited for this projected assignment?" "How should this individual be supported to enhance the probability of his succeeding on a very difficult assignment?"

Supervisors can arrange an appointment to discuss such questions by calling 8052. This kind of information, however, is carefully controlled. Results of tests are interpreted only to those who have a legitimate need for the information. (At times, employees themselves have come to consult a member of the staff about their test scores in relation to their own career plans.)

Officers in OTR use the information derived from the testing programs in many ways. For example, they use it to assist them in evaluating applications for external training. (The FLATB has particular utility here.) They use it to clarify the meaning of the student's performance in a course so that an instructor may help the student more effectively. They use it to clarify to the supervisor the meaning of the student's training performance so that professional interests of both the individual and the Agency can be better served. The information is also used by them to judge an individual's ability to complete some of the more difficult courses. This last task of predicting a person's performance can be done only after extensive research. At present this is being done with considerable success

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for enrollees in the Intelligence Orientation Course; efforts in this direction are also being expended for operational courses.

How are these testing programs developed? The kind of tests that is developed is determined by the kind of questions supervisors, instructors, and other responsible officials submit to the A&E Staff. For any problem that appears to be widespread in the Agency, e.g., estimating a person's potential for learning a foreign language, special research is undertaken to develop measures to be included in the testing programs. A&E also endeavors to develop special procedures to assist in the solution of widespread problems for which current techniques are not satisfactory.

Currently, the staff is working on interests characteristic of people who like and therefore stay on certain jobs in the Agency. Such measures for the professions of physician, lawyer, and accountant have long since proved their value in guidance and placement. Members of A&E are continuing to adapt this approach to many positions that are peculiar to CIA. In this type of research the testing programs provide the basic information.

The A&E Staff would appreciate suggestions concerning the kind of problems to which the testing program should be aimed. Special research will then be undertaken just as it was in the development of the FLATB. Persons who may have suggestions or requirements, or who may need more detailed information on the existing testing programs may call the Chief, A&E Staff on extension 8307.

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LANGUAGE TRAINING

Dates for submission of requests to Registrar/TR for full-time study have been established well in advance of the starting dates of the courses so as to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval for this type of study must be obtained before registration of the individual can be authorized.

Applications for full-time and for part-time study should be sent through the Training Officers to the Registrar/TR, 2623 Quarters Eye, on or before the registration date. Students who have completed Phase I of a part-time language course are required to submit applications for the second phase of instruction.

All full-time language study includes instruction in reading, speaking, and writing; part-time is as indicated.

Full-time Study

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
French (Basic)	16 Feb	30 Mar - 28 Aug
French (Intermediate)	19 Jan	2 Mar - 8 May (originally scheduled 23 Feb - 1 May)
German (Basic)	9 Feb	23 Mar - 14 Aug
German (Intermediate)	16 Feb	30 Mar - 5 Jun
Russian (Advanced)	29 Dec	9 Feb - 8 May
Spanish (Basic)	2 Feb	16 Mar - 31 Jul (originally scheduled 19 Mar - 31 Jul)

Not previously scheduled - Tentative only

Greek (Basic) 6 months	Immediately	To begin Jan 59
Korean (Basic) 12 months	Immediately	To begin Jan 59

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Language Training (contd)Part-time Study

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Arabic Familiarization Two 2-hour classes a week	29 Dec	12 Jan - 20 Feb
Chinese (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
French (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
French (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
French (Intermediate) RSW Three 2-hour classes a week	2 Feb	16 Feb - 24 Apr
German (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
German (Basic) RSW - Phase I Three 2-hour classes a week	16 Feb	2 Mar - 24 July
German (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
German (Intermediate) RSW Three 2-hour classes a week	16 Feb	2 Mar - 8 May

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Part-time Study (contd)

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Greek (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Hungarian (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Japanese (Intermediate) RSW Three 2-hour classes a week	29 Dec	12 Jan - 29 May
Romanian (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Romanian (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Russian Familiarization Two 1-hour classes a week	22 Dec	5 Jan - 24 Apr (originally scheduled 5 Jan - 13 Mar)
Russian (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Intermediate) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Intermediate) Reading - Economic II Two 3-hour classes a week	22 Dec	5 Jan - 17 Apr

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Part-time Study

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Russian (Intermediate) Reading - Scientific II Two 3-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
Russian (Intermediate) RSW - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Spanish (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Spanish (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Spanish (Intermediate) RSW Three 2-hour classes a week	2 Feb	16 Feb - 24 Apr
Turkish (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Uzbek (Workshop) Reading One 2-hour class a week	23 Dec	6 Jan - 10 Mar

Voluntary Language Training Program (Non-duty-hours) 7 Jan - 17 Apr

Classes will be organized in any language and at the level for which a minimum of five persons applies. Instruction is in reading, speaking, writing. Registration date is 15 December!

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Language Training (contd)

Arabic Familiarization - Modern Written Arabic

12 January - 20 February 1959

Part-time: Two 2-hour classes a week

Enrollment 10 to 35

Prerequisites TOP SECRET clearance
Foreign Language Aptitude Test

This is an introductory course designed for those whose analytical, editorial, or secretarial work might be facilitated by some familiarity with the language. The student will be introduced to the sounds of the language, the Arabic alphabet, and a few of the most important structural features. Particular attention will be given to problems of transliteration, including the Agency's official system and some of the systems used for transliterating Arabic into languages other than English. There will be discussion of place-names, personal names and titles.

Japanese Intermediate - Reading, Speaking and Writing

12 January - 29 May 1959

Part-time: Three 2-hour classes a week

Enrollment 4 to 8

Prerequisites TOP SECRET clearance
Japanese Basic - RSW (Part-time) or equivalent
Interview with [REDACTED] extension 8318

25X1A9a

The first four weeks of this course will be devoted to general review work in both conversation and reading. Thereafter each four-week period will be devoted to a major aspect of Japanese life - for example, the political system, its structure and parties - and the reading materials and the oral work will be so coordinated as to prepare the student both to read about and discuss these subjects.

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AREA TRAINING

Applications for part-time area training should be submitted to Registrar/TR on the dates indicated.

	<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
	<u>Americans Abroad Orientation</u>		
25X1A	██████████ 0900 - 1200 hours Daily 2925 Quarters Eye	29 Dec	12 Jan - 16 Jan
	<u>Special Courses (3) for Dependents</u> (0830 - 1700 hours, Room 2925 Quarters Eye)		
25X1A	██████████ Latin America Western Europe	5 Jan 5 Jan 5 Jan	17 Jan 17 Jan 17 Jan
	<u>Regional Survey</u>		
	Free Europe 0900 - 1230 hours Monday, Wednesday 2132 "I" Building	19 Jan	2 Feb - 8 Apr (originally scheduled 20 Jan - 25 Mar)

<u>Regional Survey</u>	<u>Free Europe</u>	<u>2 February - 8 April 1959</u>
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This intermediate-level, reorganized course for Grades GS 9-13 will run for ten (10) weeks on a part-time basis. The class will meet on Mondays and Wednesdays, 0900-1230, in Room 2132 "I" Building. About five to seven hours each week of outside preparation will normally be required. Applications for registration should be submitted to the Registrar/TR on or before Monday, 19 January. Additional information may be obtained by calling the Chief Instructor, ██████████, or the Assistant Instructor, ██████████, on extension 4437, or the Office of the Registrar, extension 4005.

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25X1A9a

The aim is to broaden and sharpen the student's perspective for interpreting developments of strategic significance in Europe outside the Soviet Bloc. Full attention in this offering of the course will be

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Regional Survey - Free Europe (contd)

given to Free Europe as a whole, without diversion for surveys of the twenty individual countries of the area. Thus, in the approach to the strategic problems of the area, emphasis will be placed on themes of unity and diversity among the countries of Free Europe. It will necessarily be presumed that students have a considerable amount of pertinent factual information before each lecture and class discussion. Generally, this requirement can be met only if candidates have completed several academic courses or several years of work experience bearing directly on some of the course subjects indicated in the schedule below. If in doubt on this score, candidates should arrange for an interview with the Chief Instructor.

The following schedule shows principally the lectures and panel discussions, which will draw on Agency and outside specialists. Class time not accounted for below will be devoted to student discussions, review sessions, and films.

Schedule

I. Orientation

- 2 February
 - 1040-1110 Keynote
 - 1115-1230 Survey of Free Europe's Strategic Importance to the U. S.
- 4 February
 - 0900-1000 Background highlights - Film "Free Europe," Parts I and II.
 - 1015-1230 Review of Key Historical Trends.

II. National Similarities and Differences

(Comparative Examination of Structural Factors)

- 9 February
 - 0900-1120 Man and His Environment. (ethnic stocks, physical geography, climate, resources)
 - 1130-1230 Film "Europe - Humaine Aventure"
- 11 February
 - 0900-1120 Culture and Psychology. (ways of life, intellectual and artistic achievements, national ideologies and temperaments)
- 16 February
 - 1015-1230 The Societies. (population characteristics, classes, social tensions)
- 18 February
 - 1015-1230 The Economies. (industries, growth trends, problems)

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Schedule (contd)

II. National Similarities and Differences
(Comparative Examination of Structural Factors)

25 February
1015-1230 The Governments. (forms, constitutional trends, stability problems)

III. National Similarities and Differences
(Comparative Examination of Political Dynamics and Internal Policies)

2 March
1000-1115 Public Opinion. (segments, forms of expression, impact on national policy)
1120-1230 Pressure Groups. (types, goals, methods, importance)

4 March
1015-1230 Parliamentary Groupings. (composition, leaders, goals, relative importance)

9 March
1015-1230 Domestic Policy Trends. (major internal goals, achievements, government handicaps)

IV. Free Europe in the Cold War
(The Basic Role)

11 March
1015-1230 Ties with the West. (forms, motivations, strengths and weaknesses)

16 March
1000-1115 Relations with the East. (forms, motivations, problems for the U. S.)
1120-1230 Relations with Underdeveloped Areas. (forms, motivations, problems for the U. S.)

V. Free Europe in the Cold War
(Some Strategic Problems)

18 March
1000-1115 Tensions between Member Nations, Actual and Potential. (implications for Western solidarity, possibilities of control)
1120-1230 Trade between Member Nations. (problems and trends)

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Schedule (contd)

V. Free Europe in the Cold War
(Some Strategic Problems)

23 March

0900-1145 National Communist Parties' Capabilities. (overt and covert)
1150-1230 European Integration. (the problem and the record - Film
"Free Europe," Part III "Step Toward Unity")

25 March

0900-1100 European Integration. (evaluation and outlook)

30 March

1015-1130 Atlantic Alliance. (organization and functions)

1 April

1015-1230 Atlantic Alliance. (military and political capabilities)

6 April

0900-1015 Atlantic Alliance. (European reactions to American
policy and leadership)

VI. Conclusions

8 April

1045-1200 Free Europe's Situation in the World Today.

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Americans Abroad Orientation

Special Course for Dependents

25X1A

Western Europe [REDACTED]

and Latin America

A "Saturday Special" area briefing intended mainly for dependents (adult and teen-age) who anticipate their first tours in Western Europe or in Latin America is scheduled for Saturday, 17 January 1959. It is sponsored by the Language and Area School/TR, and is intended to serve a different purpose from that of the "Dependents' Briefings" given monthly by the Orientation and Briefing Officer of the Intelligence School. Whereas the latter covers security and medical matters, and general physical preparations for going overseas, regardless of the post, the Americans Abroad Orientation concentrates on the specific area of foreign residence as well as information and advice which will promote a smooth personal adjustment to living and working in that area. These orientations will focus on critical problems of inter-cultural and inter-personal relationships overseas.

We have planned the schedule in order to overcome some of the principal difficulties hitherto met in enrolling dependents in this kind of orientation regularly scheduled for employees. The presence of husbands at home on Saturday is expected to solve the baby-sitting problem, and ample parking space will be available close to Quarters Eye.

The course will be given in Room 2925 Quarters Eye from 0830 to 1700 hours. (Registrants will enter Quarters Eye by the East Entrance, that is, around the end of the building.) Training Officers should file applications in brief memorandum form with the Registrar/TR, Room 2623 Quarters Eye on or before Friday, 9 January 1959. This deadline will allow time to tailor the briefing to the needs of the registrants.

Schedule

0830 - 0900	Introduction to the idea of entering a "foreign" society: Americans Abroad problems
0900 - 0930	Hand-out kits on particular areas: brochures, guides to reading, maps
0945 - 1045	Importance of the particular area to the U. S.
1045 - 1130	Film on this theme
1130 - 1215	Thoughts on <u>your</u> becoming a foreigner
1300 - 1430	Conference with recent returnee from the registrant's country of destination (Briefing guides will be available on "Introduction to the People" and "Living Conditions")
1430 - 1530	Films on personal adjustment and the highlights in each area
1530 - 1630	What to see and how to travel in each area (color slides)

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FELLOWSHIPS, SCHOLARSHIPS, AND GRANTS

Among the publications containing information on fellowships, scholarships, and grants, available for reference in the Information Branch in Room 2611 Quarters Eye, are:

Lovejoy-Jones College Scholarship Guide. This reference book gives facts about thousands of scholarships, fellowships, grants-in-aid, loan funds, assistantships, workshops, contests and awards.

Study Abroad, UNESCO, 1957-1958. The ninth edition of Study Abroad gives information on over 75,000 individual opportunities for obtaining financial assistance for international educational travel. The fellowships and scholarships are awarded by governments, foundations, universities and other institutions.

Handbook of Scholarships, University of Washington, 1956.

Newsletter: American Council of Learned Societies, September 1958.

U. S. Government Grants under the Fulbright and Smith-Mundt Acts.

Educational Exchange Grants, U. S. Department of State.

Foreign Study Grants, Institute of International Education.

Southeast Asia Treaty Organization, Research Fellowship Programme.

Kemper Foundation Scholarships, Tufts University.

Scholarships, Goucher College, 1959-1960.

RCA Scholarships and Fellowships.

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FOREIGN SERVICE INSTITUTE

The Foreign Service Institute has announced its schedule for local, full-time, 16 weeks courses - at the basic level of instruction - in French, German, and Spanish. These will be conducted at the Institute and will begin on:

8 December 1958	18 May 1959
9 February 1959	7 July 1959
30 March 1959	

Intensive language courses - at the intermediate level - in French, German, and Spanish will be conducted at the FSI Centers in Nice, Frankfurt, and Mexico, respectively. They will also run for 16 weeks beginning:

5 January 1959
4 May 1959
31 August 1959

A Japanese Language and Area course (30 months) will begin at the Institute on 12 January 1959.

UNIVERSITY OF PITTSBURGH

The University of Pittsburgh will conduct its twenty-second course in Management Problems for Executives from 2 March to 24 April 1959. The course covers:

- Business Policy
- Operating and Administrative Policies (Administrative Practices, Business and Government, Financial Policy, Industrial Relations, Marketing Policy)
- Management Controls

AMERICAN UNIVERSITY

The American University, School of Business Administration, will hold its Eleventh Institute of Industrial Transportation and Traffic Management from 12 January to 29 January 1959. Topics include:

- Organization of Traffic and Transportation
- Government Agency Traffic Management
- Regulation

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AMERICAN UNIVERSITY (contd)

During the next semester, the School of Government and Public Administration of American University, will offer a course in Government Supply Management. A course in administration or experience in purchasing is a prerequisite. Classes will be held on Thursdays, 1800 to 2020 hours, beginning 5 February 1959.

JOHNS HOPKINS UNIVERSITY

Each year, the School of Advanced International Studies of Johns Hopkins University and its affiliated Foreign Service Educational Foundation present a series of meetings for executives who have international interests. It is intended to encourage mutual understanding among business executives, labor leaders, and Government officials on matters of American business operations abroad.

The third conference of this year's series will be held on 27-28 January 1959, in the Hotel Statler, Washington, D. C. The topic to be discussed is The Economic Crisis in Latin America.

Attendance is limited, but a small quota has been obtained for Agency personnel who may attend (on a non-participating basis) as guests of the President of the Foreign Service Educational Foundation.

Anyone interested in attending this conference should make arrangements through his Training Officer. Applications should be forwarded to the Registrar/TR, at least two weeks before the date of the conference. Applicants will be notified of acceptance.

NORTHWESTERN UNIVERSITY

The Transportation Center will present a General Course from 2 February to 3 April 1959 on the role of transportation in the national economy. The course is designed for men in junior and middle management in the transportation industry, general business, Government agencies and the military. It will include:

- Understanding Alternative Ways of Doing the Transportation Job
- Understanding the Effects of the National Economy Upon Transportation
- Understanding the Human Beings Who Make the Transportation Plant Run and Who Buy Transportation Service
- Planning to Do the Transportation Job

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AMERICAN MANAGEMENT ASSOCIATION

Executive Action Course

This course, designed to help executives develop skill in getting things done through other people, is given in three, one-week units which may be taken over a period of a year.

In Unit I, Creating an Atmosphere for Action, factors and skills that develop a positive atmosphere for effective decision-making and action are demonstrated together with techniques that encourage creative ideas and produce improved working relationships. Unit II, Organizing a Group for Action, emphasizes management of staff groups and individual associates so as to secure the participation needed for more effective planning and action. In Unit III, Getting Results, participants will analyze major factors in motivating others to carry out responsibilities.

The schedule is:

Unit I	2 March - 6 March 1959	4 May - 8 May 1959
Unit II	6 April - 10 April 1959	8 June - 12 June 1959
Unit III	13 April - 17 April 1959	18 May - 22 May 1959

AMA Bookshelf

(on file in 2611 Quarters Eye)

The Man in Management: A Personal View

How the Organization Affects the Man

The Top Management Man: His selection and development

Management's Responsibility for Executive Health

Management Creeds and Philosophies

A Survey of Company Creeds: Formulation, Uses, and Results

An Evaluation of the Creed in Terms of Basic Purposes

Case-Study Interviews: The Development of the Creed

Supervisory Responsibility and Authority

This is a report by Chester E. Evans on the survey findings related to employee relations, quality control, costs production schedules, time control, methods improvement and maintenance.

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AMA Bookshelf (contd)

People at Work: The Human Element in Modern Business

Some Inconsistencies in Wage and Salary Plans
Communication on Wage and Salary Administration
Wages, Prices, and Productivity in the Postwar Period
The Guide Chart-Profile Method of Job-Man Evaluation
The Individual, the Organization, and Management Development
Our Greatest Peril - Conformism

Men, Machines, and Methods in the Modern Office

Automation of Source Data
Communications Management for Office Services
Visual Presentation of Data to Management
Portrait of a Functional Office (Standard-Vacuum Oil Company)
The Human Element

Compensating American Managers Abroad

This study gives the results of a survey made of company practices in adding compensations to induce qualified American managerial personnel to take posts overseas. It also discusses fringe benefits and provisions for the employee's reabsorption into the domestic office if he is dissatisfied overseas.

Recruiting and Selecting Office Employees

In 1955 AMA conducted a survey to determine the current practices used in recruiting and selecting office employees. This report is based on the responses of 320 organizations to this survey

Operations Research: A Basic Approach

Contains papers on Operations Research in which an attempt is made to discuss OR without excessive dependence on mathematical formulas. Results obtained in a number of industries when OR was applied are also explained

Operations Research Reconsidered

This report has several articles on Why Operations Research? It also discusses the pros and cons of Operations Research in business and describes a number of industrial applications of OR techniques which have been successful.

Strengthening the Research Effort: Motivating Research Personnel

Engineering for Paper Work Control

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Information on courses can be obtained from Training Officers, the Information Branch/R/TR, or from the OTR Catalog. Approval and sponsorship of a supervisor are necessary to register in a course. Applications should be submitted through Training Officers to Registrar/TR, by the close of business of the date indicated.

	<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
25X1A6a	* Administrative Procedures [REDACTED]	9 Feb	16 Feb - 6 Mar
25X1A6a	Budget and Finance Procedures [REDACTED]	15 Dec	29 Dec - 9 Jan
	Clerical Refresher Program Hours arranged after completion of pre-test 508, 1016 16th St.	5 Jan	12 Jan - 6 Feb
	Communist Party Organization and Operations Daily 0830 - 1230 hours 2202 Alcott	26 Jan	2 Feb - 27 Feb
	Conference Techniques Mon. and Wed. 0930 - 1130 hours 2025 R & S	19 Jan	26 Jan - 6 Mar
	Dependents' Briefing 117 Central	(Consult Training Officer)	6 Jan - 7 Jan
	Effective Speaking Mon. and Wed. 0930 - 1130 hours 2025 R & S	2 Mar	9 Mar - 17 Apr

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<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
Effective Writing Tues. and Thurs. 0930 - 1130 hours 2025 R & S	26 Jan	3 Feb - 5 Mar
Instructional Techniques	--- (Scheduled upon request)	
* Intelligence Orientation DDP, DDS (Limited to 30 students) 2241 R & S	22 Dec	5 Jan - 30 Jan
Intelligence Research - Maps Mon, Wed. and Fri. 0900 - 1200 hours 2029 R & S	23 Feb	2 Mar - 20 Mar
Management - Basic GS 11-13 Daily 0830 - 1230 hours	22 Dec	5 Jan - 16 Jan
25X1A6a * Operations Support [REDACTED]	5 Jan	12 Jan - 13 Feb
Supervision - Basic GS 5-7 Daily 0830 - 1230 hours	12 Jan	19 Jan - 30 Jan
Supervision - Introduction to GS 5-7 Daily 0830 - 1230 hours	9 Feb	16 Feb - 20 Feb
25X1A6a [REDACTED]		
Writing Workshop 0900 - 1200 hours 1st Wk: Mon, Tues and Thurs. Last 3 Wks: Tues and Thurs. 2027 R & S	23 Feb	2 Mar - 27 Mar

* Please indicate phase in which employee is to be enrolled

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"O" Courses

Titles are identified in the CS edition (TR CC 100-1) of the OTR Catalog, January 1957.

<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
0-4	5 Jan	12 Jan - 30 Jan
0-6	22 Dec	5 Jan - 30 Jan
0-8	26 Jan	2 Feb - 13 Feb
0-10	22 Dec	5 Jan - 16 Jan
0-12 (T-22)	27 Apr	11 May - 5 Jun
0-13	16 Mar	23 Mar - 10 Apr
0-15	26 Jan	2 Feb - 20 Feb
0-17	15 Dec	12 Jan - 6 Feb
0-24	9 Feb	23 Feb - 20 Mar
0-25	22 Dec	5 Jan - 23 Jan
0-27	26 Jan	2 Feb - 13 Feb
0-28	22 Dec	5 Jan - 9 Jan
0-29	5 Jan	12 Jan - 30 Jan
0-30	22 Dec	12 Jan - 6 Feb

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